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DD / S R E G I S T R Y

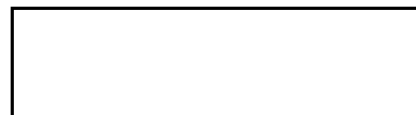
FILE *Training* 3

18 June 1969

NOTE TO: Mr. Bannerman

1. Re the attached, I have heard no screams in any quarter nor do I think at this point that we - the DDS - should contact any specific distributee to find out "how he feels about it." My reason for this is that basically the only point in ~~that~~ issue after all of the Committee meetings and your discussions with OTR was whether or not the responsibility for being the focal point and action officer in handling requests from academic institutions should be OTR or the DDI. Our position was made clear on this point and on the proposed notice which was circulated earlier and to which all parties including OTR agreed the responsibility for this function was levied on the Director of Training with the proviso that in meeting the requirements of these academic groups the Director ^{will} would coordinate with the DDI in the selection of speakers and program arrangements. The attached paper in effect merely advises Colonel White that, although initially there might have been some thought of the responsibility being placed in the DDI, the now agreed upon position is that the Director of Training should be the focal point with the above mentioned caveat concerned with coordination with the DDI. The attached revised draft of [] is the one we have all agreed upon.

2. In view of the above I suggest that we - the DDS - do nothing further on this but await Colonel White's reaction. If he approves the recommendation, the attached revised draft will be put out by [] and Company for the regular coordination. Hopefully there will be no further dissent and this matter can be put to rest.



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10 JUN 1969

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Report on the Agency's Handling of Briefing Requests from Academic Groups and Recommendations for Policies and Procedures

REFERENCE : Memorandum for the DDI from the Executive Director-Comptroller; Subject: Handling of Briefing Requests from Academic Groups, dated 12 February 1969

1. Requests from academic institutions and groups for Agency briefings are not handled in a consistent manner, and there is no central file to which one may turn with confidence for a complete record of what groups were briefed, when, by whom, and on what. In the absence of a clear statement of Agency policy concerning briefings for academic groups, each request tends to be treated on an ad hoc basis. Historically, the Agency has not engaged extensively in briefing non-governmental groups on its mission.

2. Non-governmental audiences that have received briefings on the Agency include student, faculty, business, service club, and professional groups. Most such briefings, excepting the highly successful Brookings sessions for business leaders, have been given away from Headquarters. The 100 Universities Program, in abeyance since 1967, and occasional

individual appearances by officers in response to specific invitations from service or university groups account for most such briefings. In recent months there has been an increase in the number of presentations given at Headquarters. (See Appendix A for a listing, probably partial, of briefings given since January 1967, compiled for Executive Director-Comptroller, OTR, DDI, Office of Security, and Office of Personnel sources.)

3. The experience thus far indicates that well-conducted and frank discussions of the Agency, its general mission and its research, analysis, and estimative functions by appropriate Agency officers contribute significantly to improved Agency-academic relations and open new perspectives to university students contemplating their future careers. The evidence of positive gain from briefing university groups is sufficiently clear to justify more extensive and planned experimentation, a policy of receptivity to requests for such briefings, and the development of a regular procedure for handling the requests.

25X1 4. The regulation of closest proximity to the problem is of 6 June 1966 (Appendix B). It provides that requests from government agencies for guest speakers shall be forwarded to the Director of Training for review, recommendation, and action. Requests from non-government groups for guest speakers shall be forwarded to the Assistant to the Director for review and recommendation and thence to the Executive Director-Comptroller for decision. If the request is approved, the Assistant to the Director chooses a speech from his library of prepared texts and the Director of Training selects the speaker and makes whatever physical arrangements are necessary.

25X1 5. Thus, [] provides no special treatment for university groups and contains no statement of Agency policy with respect to briefing requests from university groups. By requiring the speaker to use a text previously prepared and coordinated by others, the regulation increases the possibility the presentations might be unnatural or sterile. The regulation also engages the time and attention of at least three top-ranking officials in a matter which might be handled more routinely under an established policy and procedure.

25X1 6. In the fall of 1968, the Director of Training proposed changes in [] designed to provide a more concise statement of procedures and to place more emphasis on providing guest speakers for other members of the Intelligence Community and less on satisfying requests from non-government groups. Coordination of the proposed changes was not completed. Since then interest has increased in the possible benefits of briefing academic groups. A serious difficulty in developing a policy and procedures to deal with the matter of providing Agency speakers stems from the numerous kinds of situations, audiences, and subject matter to be considered.

7. CONCLUSIONS:

a. Experience indicates that discussions between academic groups and appropriate Agency officials is of benefit in terms of general Agency-academic relations and attracting university students to consider a career in intelligence.

b. There is need to develop an Agency policy for the processing of requests from academic groups for such discussions with Agency officers. The policy should:

1. Reflect a positive approach toward approving requests for such briefings;

2. Provide general guidelines for handling such requests;

3. Levy responsibility within the Agency for handling the requests and for appropriate intra-Agency consultation and coordination concerning correspondence with the requesting groups, program arrangements and selection of speakers.

c. The Director of Training should continue as the focal point and action officer for handling requests for Agency speakers.

d. In considering and managing requests from academic groups for briefings, the Director of Training should make use of the extensive DCS contacts with academic institutions and take into account the special relationship with the academic community being developed by the DDI.

e. The special interest of appropriate Deputy Directors should be recognized in the selection of officers to speak on substantive intelligence questions, regardless of the requestor or audience.

8. In implementation of the above Conclusions there is attached as Annex C a proposed draft revision of

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9. The substance of this report has been considered by a committee of representatives of the DDI, DDP, DDS&T, the Office of Training, the Office of Personnel, the Domestic

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Contact Service, and the Special Assistant to the Director (Annex D). The draft revision of [] has been coordinated with that committee.

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RECOMMENDATION

10. It is recommended that the proposed revision of [] be coordinated in the usual manner and through the usual channels.

/s/ R. J. Smith

R. J. SMITH
Deputy Director for Intelligence

Attachments:

- Annex A: University Groups Receiving
Agency Briefings Since Jan 68
Annex B: [] 16 Jun 66
Annex C: Draft Revised []
Annex D: List of Committee Members

25X1

C/SRS: []yd(10 Jun 69)

Distribution:

- Orig & 1 - Addressee
1 - DDI Chrono
1 - CAR file
1 - SRS
1 - DDP
1 - DDS Chrono Subject
1 - DDS&T
1 - OTR
1 - O/P
1 - DCS
1 - Assistant to DCI

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TRAINING

HR

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9. REQUESTS FOR CIA OFFICIALS AS GUEST SPEAKERS. CIA is often requested to supply guest speakers for public functions of non-Government organizations and groups, such as business and professional organizations, civic organizations, and universities, as well as to regularly provide guest speakers for schools and colleges operated by the Department of Defense and for other Government training activities. In order to designate a central point of administrative control for the various types of requests for speakers, the following procedures shall be followed:

a. REQUESTS FROM NON-GOVERNMENT GROUPS. Requests for CIA officials to speak before non-Government groups shall be forwarded promptly to the Assistant to the Director who will review them and recommend action to the Executive Director-Comptroller.

(1) If the request is approved by the Executive Director-Comptroller, the Assistant to the Director will choose the text of the presentation and will refer the request to the Director of Training to select a speaker and arrange for his appearance. Several prepared texts which have previously been coordinated with the Director of Training, the Director of Security, and the Assistant to the Director will be available for use. The text chosen by the Assistant to the Director in each instance will require no further coordination or approval unless there is to be a significant departure from its contents.

(2) If the request is not approved by the Executive Director-Comptroller, the Assistant to the Director will inform the requester and the Director of Training.

b. REQUESTS FROM GOVERNMENT AGENCIES OUTSIDE THE INTELLIGENCE COMMUNITY. Requests for guests speakers which come from Government sources outside the Intelligence Community shall be forwarded to the Director of Training who will review them and recommend action to the Executive Director-Comptroller. A copy of the recommendation will be forwarded to the Assistant to the Director. If the request is approved by the Executive Director-Comptroller, the Director of Training will take the necessary action; if not approved, he will advise the requester.

c. REQUESTS FROM GOVERNMENT AGENCIES WITHIN THE INTELLIGENCE COMMUNITY. Requests for guest speakers which come from members of the Intelligence Community shall be forwarded to the Director of Training who will take appropriate action and inform the Assistant to the Director of the action taken. No approval is needed with respect to such a request unless it presents a question of policy or the Director of Training recommends to the Executive Director-Comptroller that the request be denied.

This paragraph does not affect the requirements of concerning the outside activities of Agency employees.

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Revised: 16 June 1966 (297)

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ANNEX C

TRAINING

DRAFT HR
(5/14/69)

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9. REQUESTS FOR AGENCY OFFICIALS AS GUEST SPEAKERS.

The Agency provides guest speakers for presentations at facilities operated by members of the Intelligence Community and at facilities of agencies outside the Community. It also provides speakers for presentations to non-Government groups such as business, professional, and civic organizations and universities. This paragraph outlines procedures for fulfilling requests for Agency speakers. It does not affect requirements concerning outside activities of Agency employees, nor does it alter the provisions of concerning the Agency's briefing and debriefing of U. S. Government officials who are assigned overseas or who travel overseas.

- a. REQUESTS FROM GOVERNMENT AGENCIES are sent to the Director of Training. If the request is from within the Intelligence Community the Director of Training will make the necessary arrangements. If the request is from an agency outside the Intelligence

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Community, the Director of Training will recommend action to the Executive Director-Comptroller, and execute the decision made. The Director of Training will inform the Assistant to the Director of all requests received and actions taken. When a request cites a specific substantive intelligence question or suggests a speaker by name, the Director of Training will coordinate the response and subsequent action with the Deputy Director who has primary interest in the subject matter cited or supervisory responsibility over the officer named in the request.

b. REQUESTS FROM NON-GOVERNMENT GROUPS

(1) Requests from Universities or Academic Groups

are sent to the Director of Training for response.

- (a) If the group can attend a briefing at Headquarters or at a location in the Washington area selected or approved by the Agency, and positive benefits to the Agency appear likely and at the same time no compelling reason for refusal can be

ascertained by the DDI and other components as appropriate, the request will be approved.

- (b) If the group requests that the briefing take place at the university, in open forum, or at public premises, the request will in most cases be refused. If in the judgment of the Director of Training a request merits consideration for an exception to this rule, he will, in coordination with other interested components of the Agency, present a recommendation for exception to the Executive Director-Comptroller.
- (c) The Director of Training, in cognizance of the special relationship being developed with the academic community by the DDI, will coordinate the selection of speakers and program arrangements for academic groups with the DDI.

(d) The Director of Training will provide copies of significant correspondence on all requests for briefings of academic groups to the Executive Director-Comptroller, the DDI, the Assistant to the Director, and the Director of Security for their information.

(2) Requests from other Non-Government Groups

are sent to the Director of Training, who recommends action to the Executive Director-Comptroller.

(a) If the request is approved, the Director of Training, in coordination with the Assistant to the Director and the Director of Security, will make arrangements for the presentation and select a speaker. If the presentation is to be on a substantive intelligence question, the Director of Training will coordinate the response and subsequent action with the Deputy Director who has primary interest in the subject matter or supervisory responsibility over the speaker requested or selected.

ANNEX D

Committee Members

DDI

DDP

DDS

DDS&T

OTR

O/P

DCS

Assistant to DCI



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Joseph C. Goodwin**

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_____ after attending the first committee meeting, concluded that the committee work could proceed without further direct input on the part of the CS "since briefings of this type are, with rarest exceptions, handled exclusively by the overt components of the Agency..." The CS has been provided copies of subsequent drafts and memoranda so that comment can be made on any point of CS interest.

**Mr. Goodwin has been kept informed of committee developments and provided copies of all drafts and memoranda, and his views have been sought at each step. However, he has not attended any of the meetings.

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DD / S REGISTRY

FILE

28 March 1969

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting Re "Handling of Briefing Requests from Academic Groups"

25X1 1. The undersigned together with Mr. [] attended a meeting chaired by Mr. [] DDI, on the subject of the handling of briefing requests from academic groups. This meeting was a follow-up to a previous session on 27 February 1969 which Mr. [] convened in response to EDC levying responsibility on the DD/I to prepare appropriate recommendations for the establishment and/or revision of Agency policies and procedures in the treatment of requests from academic groups for Agency speakers and/or briefings. 25X1

2. As indicated in the Memorandum for the Record reporting on the previous meeting our discussion centered on a draft report addressed to the DD/I on the subject of briefings of academic groups. A copy of this draft with some initially agreed upon changes is attached hereto. However, it should be stressed that this is only a first draft and as a result of our discussions a second draft will be prepared for review and discussion at a meeting in the immediate future.

3. The main points of discussion and general agreement of the Committee (and here it should be noted that the DD/P has withdrawn its representative on the basis of its decision that the problem under review is not of overriding concern to the DD/P) included:

- a) general consensus that the initial responsibility for the handling of requests of academic groups would lie in the DDI;
- b) as a focal or action point on such requests the DDI would have the basic responsibility for the review, coordination, and response to these requests;
- c) responsibility for the selection of speakers would lie with the DDI who would look to the DDS (OTR, OS, etc.) for support. (Although not shown in the attached draft, at a subsequent meeting between the undersigned and Mr. [] it was agreed that Mr. [] would include in his next draft a specific reference to additional coordination with OTR and, if appropriate, a specific Deputy Directorate of interest in specific academic group requests.)

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4. Throughout the discussion it was evident that there was general consensus on the fact that the Agency attitude toward academic groups should be a positive one and that requests of these groups should be honored unless there was specific and compelling reasons for a refusal. It was also generally mutually agreed that the briefings should be given in Agency premises rather than "outside" and that in those cases where requests clearly indicate a requirement for "outside" briefings that the approval of the EDC should be sought.

5. The meeting concluded with agreement that:

a) Mr. [] would prepare a new draft for further consideration by the Committee;

b) Mr. [] would review a suggested revision of [] which Mr. [] had prepared, vis-a-vis an alternate suggestion that a Headquarters Notice dealing specifically with the briefing of academic/university groups be issued. (Again in this regard at the above noted subsequent meeting between the undersigned and Mr. [] it was agreed that [] was to be revised, in addition to the suggestions advanced by Mr. [] there would need to be further definitive language with respect to the coordination to be effected by the DDI in the handling of briefing requests and in the selection of speakers.)

6. It is expected that the next meeting of the Committee will be sometime in the week of 31 March. At this meeting a new draft report to the DD/I as well as suggested revision of [] or a notice in lieu thereof - will be reviewed. The undersigned has suggested to Mr. [] the Chairman, that if at this later meeting there is general agreement on the report and the regulation or notice, that the Committee members take these documents back to their respective offices for a "final" looksee. Assuming no further problems, the respective committee members can offer their concurrences to Mr. [] who can then prepare the final report to the DD/I who will then, in response to the EDC's memo of 12 February 1969, prepare his, the DD/I's, report to the EDC. As would be true in any case, any regulatory and/or notice revisions or requests to publish would be submitted through the normal channels for the usual Directorate concurrences or comments.

Support Operations Staff/DDS

Att (DD/S 69-1323)
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DD/S 69-1323

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D-R-A-F-T

13 March 1969

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Report on the Agency's Handling of Briefing
Requests from Academic Groups and Recommenda-
tions for Policies and Procedures

1. Requests from academic institutions and groups for Agency briefings are not handled in a consistent manner, and there is no central file to which one may turn with confidence for a complete record of what groups were briefed, when, by whom, and on what. In the absence of a clear statement of Agency policy concerning briefings for academic groups, each request tends to be treated on an ad hoc basis. Historically, the ~~general practice of the~~ Agency ~~has been to decline to brief~~ ^{HAS NOT ENGAGED EXTENSIVELY IN BRIEFING} non-governmental groups on its mission. Exceptions to the general practice appear to have been the result of personal contacts in which the arrangements for the affair have been handled directly by the officer concerned, or appear to have been experimental to test the advantages of such briefing.

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2. Non-governmental audiences that have received briefings on the Agency include student, faculty, business, service club, and professional groups. Most such briefings, excepting the highly successful Brookings sessions for business leaders, have been given away from Headquarters. The 100 Universities Program, in abeyance since ¹⁹⁶⁷~~1968~~, and occasional individual appearances by officers in response to specific invitations from service or university groups account for most such briefings. In recent months there has been an increase in the number of presentations given at Headquarters. (See Appendix A for a listing, probably partial, of briefings given since January 1967, compiled from Executive Director-Comptroller, OTR, DD/I, Office of Security, and Office of Personnel sources.)

3. The experience thus far indicates that well-conducted and frank discussions of the Agency, its general mission and its research, analysis, and estimative functions by appropriate Agency officers contribute significantly to improved Agency-academic relations and open new perspectives to university students contemplating their future careers. The evidence of positive gain from briefing university groups is sufficiently clear to justify more extensive and planned experimentation and a policy of receptivity to

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requests for such briefings and the development of a regular procedure for handling the requests.

25X1 4. The regulation of closest proximity to the problem is of 6 June 1966. (Appendix B). It provides that requests for Agency speakers to non-government groups be forwarded to the Assistant to the Director for review and recommendation and thence to the Executive Director-Comptroller for decision. If the request is approved, the Assistant to the Director chooses a speech from his library of prepared texts and the Director of Training selects the speaker and makes whatever physical arrangements are necessary.

25X1 5. Procedures in do not provide for the special treatment of university groups that is required by the present academic attitude toward the U.S. government in general and the CIA in particular. The regulation contains no statement of Agency policy with respect to briefing requests from university groups. It assigns to the Director of Training responsibility for providing speakers, although ~~most of the subject matter which can be discussed in any detail concerns DD/I activities which~~

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can best be discussed with assurance and conviction by someone actively engaged in those activities. The regulation also commits the speaker to a text previously prepared and coordinated by others; this requirement tends to result in an unnatural, even sterile, presentation. The regulation also engages the time and attention of at least three top-ranking officials in a matter which might be handled more routinely under an established policy and procedure.

25X1 6. The further difficulty in developing a policy and procedures to deal with briefings of academic groups in the context of the existing regulation, and indeed with [] itself, is that there are too many kinds of situations, audiences, and subject matter to fit easily into one policy and one set of procedures for all outside requests.

7. Recommendations:

a. A Headquarters Notice dealing specifically with providing briefings on the Agency at Headquarters for university groups should be issued. The Notice should sort out such briefings from [] and should contain a statement of policy and procedures.

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b. The policy concerning requests for briefings on the Agency to university groups should be established along the following lines: "As a matter of general policy, and in the absence of some overriding reason to the contrary, the Agency will respond affirmatively to requests for briefings on the Agency from university student and faculty groups able to attend such briefings at Headquarters. As a matter of general policy, the Agency will decline invitations to brief such groups away from Headquarters, unless there is some extraordinary advantage to the Agency in accepting the invitation. Agency officers will not appear in open or public forum to discuss the role and mission of the Agency without specific approval of the Executive Director-Comptroller."

c. As a matter of general practice, principal speakers should be of the highest rank possible, consistent with demands on their time and the nature of the group. Speakers will be selected who, in the opinion of the DD/I, are sufficiently experienced and

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responsible to speak on their own without resort to previously prepared texts.

d. The procedure for handling a request for ~~Agency~~^{OF} briefings from university groups should be as follows:

1. The request will be forwarded to the DD/I for review ~~and decision~~^{and} response.

2. If the group can attend a briefing at Headquarters or some other location in the Washington area approved or selected by the Agency, and if no compelling reason for refusal can be ascertained, the DD/I will reply affirmatively.

3. The DD/I will select the speaker or speakers, and with the support of the DD/S, Office of Security and Office of Training, make the necessary physical arrangements.

4. If the request is for a briefing on university or other premises not selected by the Agency, the DD/I either will decline, or, if he deems it appropriate, contact other components

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and offices to ascertain whether an exception to the general policy should be made. Any such exception should be approved by the Executive Director-Comptroller.

5. The Office of the DD/I will be the central repository for correspondence and records relating to briefings of academic groups. Copies of key correspondence will be provided to the Executive Director-Comptroller, the Assistant to the Director, and the Office of the DD/S so that they may be kept informed.

8. As an extension of the process of establishing a policy and procedures for handling requests for Agency briefings from university groups, the provisions of should be reviewed with an eye to simplifying and clarifying procedures to be followed by Agency speakers for other audiences and subject matter.

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Chief, DD/I Special Research Staff and
Coordinator for Academic Relations

Distribution:

- 1 - DDI
- 1 - ADDI
- 1 - Mr.
- 1 - Mr.
- 1 - Mr.
- 1 - Mr.
- 1 - Mr.
- 1 - Mr.

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9. REQUESTS FOR CIA OFFICIALS AS GUEST SPEAKERS. CIA is often requested to supply guest speakers for public functions of non-Government organizations and groups, such as business and professional organizations, civic organizations, and universities, as well as to regularly provide guest speakers for schools and colleges operated by the Department of Defense and for other Government training activities. In order to designate a central point of administrative control for the various types of requests for speakers, the following procedures shall be followed:

a. REQUESTS FROM NON-GOVERNMENT GROUPS. Requests for CIA officials to speak before non-Government groups shall be forwarded promptly to the Assistant to the Director who will review them and recommend action to the Executive Director-Comptroller.

(1) If the request is approved by the Executive Director-Comptroller, the Assistant to the Director will choose the text of the presentation and will refer the request to the Director of Training to select a speaker and arrange for his appearance. Several prepared texts which have previously been coordinated with the Director of Training, the Director of Security, and the Assistant to the Director will be available for use. The text chosen by the Assistant to the Director in each instance will require no further coordination or approval unless there is to be a significant departure from its contents.

(2) If the request is not approved by the Executive Director-Comptroller, the Assistant to the Director will inform the requester and the Director of Training.

b. REQUESTS FROM GOVERNMENT AGENCIES OUTSIDE THE INTELLIGENCE COMMUNITY. Requests for guest speakers which come from Government sources outside the Intelligence Community shall be forwarded to the Director of Training who will review them and recommend action to the Executive Director-Comptroller. A copy of the recommendation will be forwarded to the Assistant to the Director. If the request is approved by the Executive Director-Comptroller, the Director of Training will take the necessary action; if not approved, he will advise the requester.

c. REQUESTS FROM GOVERNMENT AGENCIES WITHIN THE INTELLIGENCE COMMUNITY. Requests for guest speakers which come from members of the Intelligence Community shall be forwarded to the Director of Training who will take appropriate action and inform the Assistant to the Director of the action taken. No approval is needed with respect to such a request unless it presents a question of policy or the Director of Training recommends to the Executive Director-Comptroller that the request be denied.

This paragraph does not affect the requirements of [] concerning the outside activities of Agency employees.

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Revised: 16 June 1966 (297)

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DD/S 69-0852

19 February 1969

MEMORANDUM FOR THE FILE

E-X-T-R-A-C-T

25X1 "1. Handling of Briefing Requests from Academic Groups: It was my understanding the revision of [] was being delayed because DD/I non-concurred on the basis of requests by outside or academic groups being made directly to specific individuals in DD/I. In the framing of the regulation this should present no problem with a simple caveat that if an outside group asks for a specific individual, particularly in DD/I, and the DD/I concurs in the individual as being properly representative for such a briefing that the name of that individual would be suggested to the Executive Director as the person to deliver the briefing rather than asking OTR to provide a speaker. We do wish to avoid a problem in the past where Agency officers were asked by outside groups to speak at public meetings and such officers did perform such briefings without specific approval of the request including their designation as the Agency speaker for that occasion. This is the guidance I refer to in relationship to the 12 February 1969 memorandum from Colonel White."

E-X-T-R-A-C-T

Distribution: 20 FEB 1969

Orig - C/SSS

1 - DD/S Subject w/DD/S 69-0728

1 - DD/S Chrono

DD/S 69-0728: Memo dtd 12 Feb 69 for DD/I fr L. K. White, subj: Handling of Briefing Requests from Academic Groups

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Executive Registry

69-808

DD/S

69-0728

12 FEB 1969

MEMORANDUM FOR: Deputy Director for Intelligence**SUBJECT : Handling of Briefing Requests from
Academic Groups**

1. There are indications that current Agency procedures for handling briefing requests from academic groups are diverse and inconsistent. This situation is perhaps abetted by the absence of an explicit Agency policy expressed in Headquarters Regulations for the handling of this increasingly sensitive and important category of Agency contacts.

2. It is clear that well-conducted and frank discussions of the Agency and its general mission, and of the research, analysis, and estimative functions by high-ranking Agency officials contributes significantly to better understanding of the Agency and of intelligence, and opens new perspectives to university students contemplating their future careers. In the interest of general academic relations and to aid in attracting young men and women to careers in intelligence, procedures for Agency presentations to academic groups should be reviewed and refined.

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3. The activities which can be discussed with university groups are primarily matters related to the responsibilities of the Directorate of Intelligence. For this reason I ask that you review the problem of the Agency's handling of briefing requests from academic groups and, after consulting with other interested components, recommend the actions necessary to establish clear and effective Agency policy and procedures.

15/

L. K. WHITE
Executive Director-Comptroller

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ODDI [redacted] :fk
Distribution:

Orig and one - Addressee

- 1 - LKWhite
- 1 - ER
- 1 - O/DDI File
- 1 - Assistant to the Director
- 1 - DD/S
- 1 - DD/P
- 1 - DD/S&T
- 1 - Director of Training
- 1 - Director of Personnel
- 1 - Director, DCS
- 1 - Coordinator for Academic Relations

DD/S Distribution:

- 1 - DD/S Subject ✓
- 1 - Chief, Regulations Control Branch, via C/SSS

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